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President: Mr. Palma Cerna (Vice-President) ..... (Honduras)

Contents

Agenda item 7: Operational activities of the United Nations for international development cooperation (*continued*)

(a) Follow-up to policy recommendations of the General Assembly and the Council (*continued*)

Update on the Council dialogue on the longer-term positioning of the United Nations development system in the context of the 2030 Agenda

Panel discussion: "How to strengthen coordination and integration of development, humanitarian and peace pillars in the work of the United Nations system"

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In the absence of Mr. Oh Joon (Republic of Korea), Mr. Palma Cerna (Honduras), Vice-President, took the Chair.

The meeting was called to order at 10.15 a.m.

Agenda item 7: Operational activities of the United Nations for international development cooperation (*continued*)

(a) Follow-up to policy recommendations of the General Assembly and the Council (*continued*) (A/71/63-E/2016/8)

Update on the Council dialogue on the longer-term positioning of the United Nations development system in the context of the 2030 Agenda

1. **The President**, recalling that the United Nations was at a historic juncture following the adoption of the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda of the Third International Conference on Financing for Development and the Paris Agreement on climate change in 2015, said that, through its dialogue on the longer-term positioning of the United Nations development system, the Council had been identifying the elements needed to align the system's response to the new development context and ensure that it was fit to deliver on the 2030 Agenda. One of the key outcomes of the first phase of the dialogue, which had focused on building a solid understanding among Member States of the current state of play in the United Nations development system as a whole, had been a general recognition that the system was at a turning point and that maintaining the status quo was not an option.

2. In the course of the discussions, there had been considerable convergence of views among Member States on several key priorities, including the importance of identifying clearly those functions that the United Nations development system should prioritize in order to achieve results, taking into account its comparative advantages and improving the integration of its different work streams in order to deliver on the interconnected nature of the 2030 Agenda. Clarity was also needed on what the system should not continue to do. On the ground, the United Nations must be able to provide effective support, tailored to each individual context, ranging from the diverse needs of middle-income countries to those of countries and regions in persistent crisis or conflict, where the Organization needed to promote greater integration of humanitarian and peace and security responses with long-term development and resilience efforts.

3. There had been wide recognition that form must follow function. Funding must not dictate what the United Nations should do or cease to do but should be aligned with the Organization's priorities and mandates. In that regard, there was a need for a shift in funding practices in order to improve the quality and predictability of resources, ensuring an adequate volume of core resources and using innovative models to improve the quality of non-core funding. Strategic and coherent system-wide guidance was also fundamental. There was scope to improve current governance structures, at both the global and field levels. At the global level, for example, the role of the Council and the high-level political forum on sustainable development should be strengthened, and the working methods and representation of the agencies' executive boards should be reviewed. At the field level, some existing mechanisms, such as the "Delivering as one" approach, the United Nations Development Assistance Framework (UNDAF) and the resident coordinator system might need to be reviewed, in order to ensure that they could respond to the challenges and opportunities of the new Agenda. Most importantly, such mechanisms must serve to advance the development strategies of the countries in which programmes were implemented. National ownership was essential, and United Nations organizational arrangements on the ground should be aligned with country needs and priorities, embodied in national sustainable development strategies and agreed through national coordination mechanisms. Evidence, data and innovation should be the basis for policy design and decision-making. There was also a need for an integrated, specialist and flexible workforce, loyal to the system as a whole rather having allegiance to a specific agency, since most development challenges were now cross-sectoral. In order to fulfil its role, the system must engage and leverage all development actors and ensure that collaboration efforts were in line with the goals and mandates of Member States through transparent partnership approaches and accountability mechanisms.

4. The second phase of the dialogue, launched in December 2015, was intended to result in concrete

proposals for strengthening the United Nations development system, which should build on the priorities identified to date. The Bureau had appointed a carefully selected independent team of advisers to assist Member States in analysing, determining and prioritizing ways to strengthen the system's work. It consisted of 14 experts with complementary expertise from all regions and from both developing and developed countries, including some non-governmental representatives from various academic institutions. Their task was to contribute specific ideas, proposals and recommendations ahead of discussions under the dialogue and to conduct consultations with all key stakeholders, including Member States, United Nations entities at Headquarters and in the field, regional commissions, the bureaux of governing bodies, chairs of inter-agency mechanisms, and representatives of the private sector and non-governmental organizations. He called on all Member States to support the team of advisers by sharing ideas and insights with them and presenting bold and ambitious proposals for change.

5. There was a shared recognition that the United Nations must adapt in order to implement the landmark agreements adopted in 2015 and, more generally, meet current challenges. The dialogue on the longer-term positioning of the United Nations development system was critical for achieving a concrete vision for change, particularly ahead of the next quadrennial comprehensive policy review, which was the mechanism through which the General Assembly guided, assessed and monitored operational activities for development. The 2016 review would provide the Organization with a vital opportunity to shape its strategic vision and accountability system for the first years of implementation of the 2030 Agenda. The Council's dialogue would feed into the preparatory process for that review by contributing the critical elements needed to ensure that the United Nations development system could provide the universal, tailored and integrated support needed to achieve the Sustainable Development Goals. It was essential for the development system to work as a coherent whole in order to deliver joint results that built on the diverse strengths and advantages of each department, agency, fund and programme.

Panel discussion: "How to strengthen coordination and integration of development, humanitarian and peace pillars in the work of the United Nations system"

6. **Baroness Verma** (Parliamentary Undersecretary of State for International Development, United Kingdom), delivering the keynote address, said that the current discussion came at a time when there were real reasons to be optimistic, following the adoption of a series of ambitious universal agreements in 2015. That said, the international community was faced with many protracted crises, including in Syria, Yemen and South Sudan, all of which had conflict and instability at their heart. It was therefore clear that in order to realize the 2030 Agenda and ensure that no one was left behind, more must be done to prevent conflict and build resilient peaceful societies. It was often the poorest people who were most vulnerable to crises; moreover, they were further impoverished when stability and security broke down. Approximately half of the world's poorest people lived in countries affected by conflict and violence. Peace, development and humanitarian issues were inherently interlinked and could not be considered in isolation. The United Kingdom had made it a priority to improve its efforts across the peace, development and humanitarian pillars, including by committing to the target of 0.7 per cent of gross national income for official development assistance and by co-hosting the Supporting Syria and the Region conference in London on 4 February 2016. It believed that the Security Council had a role to play in preventing future conflicts as well as ending ongoing crises and, in November 2015, the United Kingdom Secretary of State for International Development had presided over a Security Council meeting, the first time that a development minister had done so.

7. The United Nations operated at the nexus between peace, development and humanitarian assistance. It must therefore be at the centre of international efforts to address crises, with the integration of its peace, development and humanitarian pillars, including its work on security, human rights and international law. The first World Humanitarian Summit, which was scheduled to take place in Istanbul on 23 and 24 May 2016; the forthcoming high-level plenary meeting on addressing large movements of refugees and migrants; the Council's dialogue; and the negotiation of the quadrennial comprehensive policy

review could all help prepare it to play that central role.

8. To make further progress, the United Nations needed to manage protracted crises more effectively. While its engagement in peacekeeping and political negotiations in many of the world's more difficult conflicts was highly valued, it needed to break down its operational and funding silos in order to achieve lasting political solutions, longer-term peacebuilding and development. In that regard, the humanitarian and development aspects of the Organization must work together more effectively. The United Nations also needed to act earlier in order to prevent conflict and address the underlying causes of fragility. It should give the same priority to conflict prevention as to conflict resolution and should invest in supporting institution-building, governance and the rule of law, all of which helped economies to thrive and grow. Lastly, it needed a more flexible footprint and should target those who most needed help, including the most vulnerable and marginalized, as well as women and girls.

9. Practically speaking, changes were needed in three areas. First, although progress had been made in the "Delivering as one" approach, it must be fully implemented by all entities, including through standard operating procedures and the management and accountability framework. An exploration of ways to ensure more coordination of planning, budgeting and risk assessment between the Organization's humanitarian, development and peacebuilding support activities would also be useful. Second, resident and humanitarian coordinators, and the heads of United Nations country teams, needed to be able to demonstrate strong leadership in response to both short-term and long-term needs, and should have clear authority to draw on all assets of the United Nations system in support of national priorities. Senior management and Member States must also show effective leadership to change procedures and provide incentives to support joint working, better delivery and better outcomes. Third, sustained funding was needed, together with more dedicated advisory support to build on the success of peace and development advisers. The flexibility of allocations between humanitarian, peace and development funds should be increased, and new forms of funding, including potential private sector investments, should be sought. Through such steps, it would be possible to exploit the linkages between the development, humanitarian and peace pillars. The real test would be in delivering at the country level and improving people's lives on the front line.

10. **Ms. Haq** (former United Nations Under-Secretary-General for Field Support), guest speaker, said that the Organization's humanitarian, peace and development pillars still operated largely as distinct and distant entities, whereas current challenges required a United Nations system that could unite its strengths much more effectively in order to deliver better results. The High-level Independent Panel on United Nations Peace Operations, of which she had been Vice-Chair, had been clear that United Nations peace operations could not operate in isolation. The phrase "uniting our strengths", taken from the preamble to the Charter of the United Nations, had been used in the title of the Panel's report (A/70/95-S/2015/446) to capture the essence of its call for the Organization to leverage better its political strengths, build stronger partnerships and focus more on the people it should serve. The Panel had sought to identify the many complex linkages that drove success in addressing conflict and had concluded that peace and security interventions must be understood within wider political, social and economic dimensions in conflict situations. It had noted that inclusive and equitable social and economic development was a pillar for sustaining peace and that economic, social and environmental dimensions, such as livelihoods and jobs, the inclusion of women and youth, and accountable management of natural resources, were at the heart of thriving societies.

11. In view of the increasingly protracted nature of crises around the world, the United Nations must leverage its many tools for conflict prevention, resolution and recovery. A stronger focus on prevention, peacebuilding and building resilience, rather than mere crisis management, was needed. Hundreds of billions of dollars were spent each year on militarized responses to conflict, which appeared to generate more conflict. Furthermore, within the United Nations, tens of billions of dollars were spent yearly on humanitarian and peacekeeping responses, which often lasted for many years and failed to remedy the underlying drivers of conflict. Even a fraction of that sum invested in more effective conflict prevention could lead to vast savings in the future and, more importantly, prevent massive loss of life. The Organization's political and mediation tools must be

strengthened, and the United Nations development system must be reshaped and enhanced so that it could perform better in pre-crisis, crisis and post-crisis settings.

12. The Panel had unanimously held that peace was not achieved or sustained through military and technical interventions alone. Effective political engagement must be at the heart of the Organization's conflict prevention and resolution efforts, as well as in post-conflict situations. In its consultations, the Panel had repeatedly heard that the United Nations system was deeply underinvested in conflict prevention, which should be placed at the core of its work and could help bring about a more coherent and integrated Organization. That was an area where the clear comparative advantages of the United Nations could be seen, since development actors could provide upstream, resilience-focused engagement in support of national infrastructures for peace. The Organization could generate early analysis and suggest diverse responses by examining both proximate and root causes of conflict. The use of special envoys and mediators could also be enhanced. Such lighter options for United Nations engagement could be mounted in a more timely manner than heavier post-conflict responses. The Panel had not been alone in emphasizing the need for coherence and a greater focus on prevention; its call had also been echoed in the review of the United Nations peacebuilding architecture and the preparatory process for the World Humanitarian Summit.

13. Integration was a leitmotiv of the 2030 Agenda, but it did not come naturally to the United Nations. The bureaucracies of the Secretariat, agencies, funds and programmes and their respective governance entities were fundamentally fragmented and the incentives for greater coherence had been relatively weak. The causes of such fragmentation were quite natural within a sprawling complex of specialized entities that were required to absorb and deliver results on many competing priorities, within an environment of limited resources, and whose mandates had accreted over time. However, if the United Nations could recognize that fragmentation was its natural state, it would begin to identify a way forward. The Organization needed Member States to engage in dialogue across its different pillars, and it needed resource flows that incentivized integration, rather than undermining it. The Secretary-General should have a strong mandate to promote coherence and integration and should be empowered to set clear and limited objectives around which the United Nations could integrate its efforts. While not everything should be integrated, as that also entailed real transaction costs, there was a need for leaders to prioritize coherence, set clear direction and galvanize the system around a few common priorities. At all levels, it was vital to reduce political and resourcing pressures that drove fragmentation and the tendency for competition among managers. Bureaucratic efforts within United Nations entities to achieve better integration were not enough; Member States must also work hard with the Organization's bureaucracy in order to achieve it. At present, the General Assembly, the Economic and Social Council and the Security Council were seized of issues separately. Conflicts only entered the agenda of the Security Council when they were acute and insufficient attention was often given to early prevention. In addition, the directives of entity-specific governing boards might not align, and at times conflicted, with the mandate of the United Nations global architecture, which was not always able to stay abreast with the nimbler practices of the more innovative agencies.

14. The United Nations had demonstrated that it could work at all levels to bring about an integrated response to delivering results. The Ebola crisis was a recent example of how governance structures, funding practices and organizational arrangements had been aligned to respond to an emergency and help the affected countries to recover by pursuing nationally-owned solutions, supported by timely and focused international assistance.

15. The choices Member States made about resources could reinforce fragmentation or drive greater cohesion. Not only was donor funding falling short but there had been an increase in tightly earmarked resources. That fostered a siloed approach, which encouraged fragmentation and competition and could ultimately result in duplication and underutilization of resources. Pooled funding mechanisms such as multi-donor trust funds and thematic funds offered ways to improve the quality and predictability of funding and foster integration. The January 2016 report of the High-level Panel on Humanitarian Financing clearly recognized that finance must provide the necessary impetus for institutional changes to bridge the humanitarian and development divide. It was

particularly important to invest in conflict prevention and resilience-building as cost-effective measures, as compared with costly conflict and post-conflict responses.

16. While the messages identified by the High-level Independent Panel on Peace Operations had been developed in the context of United Nations peace operations, they were also relevant to the social and economic spheres. For example, the Panel had identified a need to address the bureaucratic mindset, replacing compartmentalized and New York-centric mindsets at Headquarters with a greater focus on field-oriented thinking and on improving the Organization's impact in the real world. Staff members in the field must understand context, take account of national realities and recognize that people on the ground were the main drivers of economic and social development, as well as the main agents of peace.

17. Furthermore, rather than imposing supply-driven templates and taking overly technical approaches to reform, institution- and capacity-building at the country level must be tailored and carefully reviewed in the light of internal factors and political dynamics. Particular attention should be paid to improving conflict analysis and investing in integrated analysis that drew on the different capacities of the United Nations and its partners, and enabled them to plan a more effective joint response. In countries affected by conflict, the Organization should widen the scope of its engagement in order to improve its understanding of the challenges and opportunities. An excessive focus on capital cities and small political and civil service elites had been identified as a particular challenge in peace operations, but more also needed to be done in humanitarian and development efforts to ensure that no one was left behind.

18. The need for better integration of the United Nations and the need to work together to prevent conflict from undermining the achievement of global goals was not just a resourcing issue but also a leadership issue. While decisions on the structural integration of peace operations with United Nations development and humanitarian actors were taken on a case-by-case basis, strategic coherence in the field must be achieved in all cases. To that end, investment in good quality integrated assessments and integrated planning was needed.

19. The United Nations still had huge untapped potential stemming from such distinctive strengths as its impartiality, its unique global composition, its broad convening authority, its capacity to fuse political strategy and operational responses, its depth of experience and its capacity to adapt. In order to improve integration and coherence, United Nations Headquarters must show strong direction-setting leadership and deliver field-focused solutions that enabled cooperation among United Nations actors on the ground. For their part, Member States must support a more coherent and integrated United Nations through consistent messages across intergovernmental forums, as well as in their resourcing decisions. The world needed a more effective United Nations that could play its part in meeting the ambitious goals Member States had set and navigating the many challenges they faced; the new Secretary-General must be encouraged to make that a priority.

20. **Mr. Aleinikoff** (Huo Global Policy Initiative Research Fellow, Columbia Global Policy Initiative; and Visiting Professor of Law, Columbia Law School), moderator, said that significant strengthening of horizontal cooperation between the humanitarian, peace and development pillars of the Organization was required because it would be impossible to meet the pledge of leaving no one behind unless particular attention was given to States in conflict, displaced populations and the States that hosted them. Progress towards coordination and integration of the three pillars had to date been hindered by jealously guarded agency mandates and funding streams, separate accountabilities and rigid bureaucratic structures. He hoped the panellists would be frank about the challenges of inter-agency coordination and specific about proposals for structural, operational and institutional change. He also asked them to provide examples of forms of cooperation that had, or had not, been successful in the past and to describe how they proposed to lead change and promote integration in their own institutions.

21. **Ms. Hochstetter Skinner-Klée** (Ambassador of Guatemala in Rome; and President, Executive Board of the World Food Programme (WFP)), panellist, said that the topic of the panel was particularly relevant to WFP in view of its extensive engagement in countries where the coordination of the development, humanitarian and peace pillars was of key importance for sustainable development.

22. Since 2008, major civil wars had almost tripled and the number of humanitarian crises was at an all-time high, with needs stretching beyond the scope and financial capacity of the humanitarian system. In addition, many more countries were struggling to overcome fragility and risked the reversal of the development gains made during times of relative peace. As the global peace and security, humanitarian and development landscape became more complex, the mandates and functions of the United Nations development system faced increasing challenges. In the twenty-first century, it was expected that the Organization would have to manage a far more complex set of responsibilities than ever before, including in relation to the strengthening of Governments' institutional capacity to implement development actions, climate change mitigation, humanitarian assistance, conflict prevention, peace operations, and post-conflict reconstruction and stabilization. That diverse set of goals and responsibilities reflected the ability of the United Nations system to adapt to a rapidly changing global environment but had in some cases contributed to a certain fragmentation of its work, including in the management of crises and disasters.

23. Context and risk analysis was one of the key areas for improving coherence across the United Nations system. While context analysis enabled different United Nations actors and their partners to understand the root causes and dynamics of a conflict or crisis, risk analysis made it possible to predict the likelihood of certain crises and their potential impact. Such approaches, which had been prepared in the context of natural disaster risks, should now be adapted to conflict settings; in that regard, it would be valuable to learn more about the tools for measuring risks in conflict situations across the humanitarian, development and peace and security pillars. In addition, the design of United Nations planning frameworks should be informed by joint context and risk analysis, as appropriate to each specific situation.

24. Preventing crises and sustaining peace was a shared responsibility across the entire United Nations system and the common thread linking its humanitarian, development and peace and security entities. United Nations leaders on the ground must promote a greater collective focus on prevention and on the need for sufficient financing to enable progress in that area. There were considerable opportunities for humanitarian agencies, such as WFP, to contribute more meaningfully to conflict prevention and peacebuilding. In 2013, the WFP Executive Board had approved a policy on the Programme's role in peacebuilding and transitions, which stated that humanitarian agencies should go beyond merely ensuring that assistance "did no harm" and should contribute to the design and implementation of conflict-sensitive programmes that could support social cohesion, community resilience and national reconciliation in collaboration with local and national actors, non-governmental organizations and United Nations entities. Where possible, opportunities for obtaining collective outcomes based on the comparative advantage of each actor should be leveraged in support of conflict prevention and the transition to peace and stability. For example, WFP and the United Nations Department of Field Support had concluded a global agreement on joint analysis and planning, and on the provision of logistics and information services in support of peace operations or political missions. Such cooperation should be encouraged and strengthened to increase the Organization's effectiveness in responding to crises. However, joint programming was not always appropriate, especially in the case of humanitarian agencies operating in complex and high-risk environments, where humanitarian space must be preserved to allow safe access and protection of civilians trapped in conflicts.

25. Lastly, the principle of national ownership was central to the common pursuit of sustainable development and peace; partnerships with national and local governments were critical. United Nations entities should align their conflict prevention and peacebuilding efforts with national priorities, while remaining aware that there might be cases where national capacity was weak or where no cohesive and legitimate nation State actually existed.

26. Coherence across humanitarian, development and peace and security areas should extend beyond the United Nations system to global and regional institutions and processes, including the World Bank, the European Union and the African Union. For example, the United Nations-World Bank partnership in fragile and conflict-affected situations provided a framework for strategic and operational consultation between the two entities, as well as shared analysis,

joint monitoring and evaluation, alignment of country strategies and technical cooperation at the field level

27. The nexus between the humanitarian, development and peacebuilding dimensions should be reflected in the formulation of the next strategic plans of the various funds and programmes — which were vehicles for achieving the Sustainable Development Goals — and in the drafting of country strategies. The move towards better cross-pillar integration above all required a change of mindset; United Nations leaders must move beyond a narrow interpretation of mandates and embrace the notion that peace and development could only be achieved together. Donors should consider longer-term investments that sought to address the root causes of conflicts, while all Governments should embrace the transformative vision of the 2030 Agenda.

28. **Mr. Aleinikoff** (Huo Global Policy Initiative Research Fellow, Columbia Global Policy Initiative; and Visiting Professor of Law, Columbia Law School), referring to the comment by the former Under-Secretary-General for Field Support that directives of entity-specific governing boards might not always align with the mandate of the United Nations global architecture, asked the panellist, in her capacity as President of the WFP Executive Board, to discuss how it was possible to remain true to the agency's mandate while ensuring that its priorities were aligned with the broader global architecture.

29. **Ms. Hochstetter Skinner-Klée** (Ambassador of Guatemala in Rome; and President, Executive Board of the World Food Programme (WFP)) said that the most complex question, at both the global and institutional levels, was how to align internal structures in order to have an impact in the field and help achieve the Sustainable Development Goals. In that regard, the structure of WFP on the ground was not at present fully appropriate to carry out what was needed to support countries' national agendas. The Executive Board therefore intended to draft a long-term strategic plan and reformulate the Programme's funding framework so that both instruments could serve to help countries identify at the national level the gaps to be filled in order to meet the new Goals. Once those gaps had been identified, WFP would offer its comparative advantages and capacity to assist countries in making progress towards the Goals. Appropriate leadership was vital in order to understand the function of each agency on the ground; a focus on prevention and an understanding of context were of course essential in that regard. WFP also needed financing tools that would generate not only traditional donations but also innovative funding. It was by bringing together the two aspects of internal architecture and funding, as well as ensuring that Governments took national ownership of the Agenda and worked with relevant institutions to achieve its implementation on the ground, that progress could be achieved.

30. Each United Nations agency, fund and programme needed to conduct its own analysis of what it must do to have a real impact on the ground and how that related to the work of other entities. The Rome-based agencies, particularly WFP and the Food and Agriculture Organization of the United Nations (FAO), which operated in similar fields, had always discussed together who did what and where mandates might overlap. Such discussions could not be managed from Headquarters but must take place in the field, together with local government officials, in order to define the areas of action of each entity based on their relative strengths.

31. **Ms. Clark** (Chair, United Nations Development Group (UNDG); and Administrator, United Nations Development Programme (UNDP)), noting that the scale of current crises and their profound impact on human lives and development trajectories called for a well-integrated international response, said that the United Nations system was increasingly finding new ways of working together across traditional silos to help build resilience, reduce disaster risk, support crisis recovery and ensure joint delivery, even during protracted crises. For example, joint action across the Organization's humanitarian and development system, with support from Member States, had made it possible to build more sustainable approaches in support of people and communities affected by the Syria crisis.

32. In order to support the achievement of the 2030 Agenda, the United Nations system needed to bring together knowledge, capacity and resources from across its development, humanitarian and peace pillars. With regard to the pledge that no one should be left behind, it was clear that in order to reach the last mile in development, the international community must reach the 125 million people who currently required direct humanitarian assistance, including those experiencing protracted displacement. Bearing in mind that the average length of displacement as a result of war and persecution was 17 years, both humanitarian

and longer-term developmental responses were clearly needed. The United Nations development system was seeking to reduce humanitarian needs through disaster preparedness, risk reduction and prevention, and ongoing support for human development during protracted crises and post-crisis recovery. It was important to develop coherent frameworks for operationalizing United Nations development, humanitarian and peacebuilding efforts in support of the implementation of the 2030 Agenda, as far as possible by improving existing mechanisms. It should also be recalled that neither peace and security nor the Sustainable Development Goals could be achieved in situations where gross inequality, including gender inequality, persisted. In that regard, Goal 10 on reducing inequality within and among countries, and Security Council resolution 2242 (2015) on women and peace and security, should be embraced.

33. Integrated programme planning was needed to enable the United Nations system to "work across the Charter". In order to deliver together on the Sustainable Development Goals, United Nations entities must update and integrate their analytical and planning instruments. Development and humanitarian planning should be multi-year and conducted jointly, especially in contexts of protracted crises, where humanitarian, peacebuilding and development efforts had traditionally been approached in silos. The aim should be to have just one United Nations framework in any given country. As UNDG strove to achieve more strategic UNDAFs with government partners, it was also actively promoting, with its humanitarian and peacebuilding partners, multi-year planning with common resource mobilization strategies, which should seek financing for outcomes. The opportunity presented by the World Humanitarian Summit should be seized to achieve consensus around that approach.

34. Linkages with United Nations peace operations should be strengthened. In the case of integrated United Nations missions, much work remained to be done in order to achieve the vision of a well-integrated United Nations response that built on the respective mandates and capacities of different actors. When establishing such a mission, planners should take account of the existing capabilities of United Nations teams on the ground and support their enhancement. The United Nations system at the country level should then identify common objectives to promote peace consolidation, many of which could be realized by increased use of joint programming between the mission and country team. Integration could thus be promoted and incentivized across the system, embracing the lessons learned from examples where integrated missions were working well.

35. The link between the United Nations financing architecture and the way in which the Organization planned and operated across its various pillars should be re-examined. Ideally, one coherent United Nations framework financed as a whole through multi-year commitments would allow the use of multiple sources of funds, through both conventional and innovative financing mechanisms. UNDG welcomed the growing role of the World Bank and other international and regional financing institutions in discussing financing options, including innovative options in cases of protracted crisis or fragility. Joint action and joined-up resource flows between those institutions and the United Nations could be further developed. Donors might also consider how they could incentivize collaboration across the system through their financing of the Organization's work, including by re-examining how responses to protracted displacement were funded, bearing in mind that the development aspects of such responses had traditionally been relegated to the sidelines. Successful collaboration would be unlikely without streamlined funding such as multi-partner trust funds, aligned with national plans and priorities, which could also draw on assessed contributions, climate financing and humanitarian finance. Joint financing strategies and pooled funding would promote better integration across the pillars of the system.

36. Inter-agency coordination mechanisms could be strengthened. United Nations resident coordinators and humanitarian coordinators must be able to play leadership roles and manage all relevant responsibilities, with full authority, trust, and support. They should be further empowered to mobilize capacities and resources across the system, in order to deliver as one. For that reason, it was never ideal to delink the functions of development and humanitarian coordination.

37. The resources available for international cooperation were clearly limited; the global economy was now much less robust than it had been at the launch of the Millennium Development Goals. Moreover, the world was witnessing protracted crises and displacement on a scale unseen since the Second World War, against a backdrop of increasingly severe

weather events. For that reason, it was important how every dollar was invested in pursuing sustainable development and coordination must be strengthened across the Organization's pillars.

38. **Mr. Aleinikoff** (Huo Global Policy Initiative Research Fellow, Columbia Global Policy Initiative; and Visiting Professor of Law, Columbia Law School) asked what incentives the United Nations system could put in place to promote better integration and ensure that the further empowerment of resident coordinators and humanitarian coordinators was not seen by other agencies in the United Nations country team as coming at the expense of their own mandate to accomplish particular goals.

39. **Ms. Clark** (Chair, United Nations Development Group (UNDG); and Administrator, United Nations Development Programme (UNDP)) said that pooled funds and multi-donor trust funds, accessed only by a joined-up set of agencies, clearly had considerable potential to pull the system together in support of common objectives. With regard to other ways of incentivizing integration, UNDG had made huge strides in incorporating the best practices of "Delivering as one" pilot countries and self-starter countries into standard operating procedures. The formation of results groups across all United Nations country teams meant that all members contributing in a particular results area were drawn in to work collaboratively, which required openness and transparency. UNDG had also agreed on a common approach to implementation of the 2030 Agenda by endorsing the joint Mainstreaming, Acceleration and Policy Support (MAPS) approach, to which each agency would contribute within its own mandate.

40. In order for resident coordinators and humanitarian coordinators to be seen as effective team leaders, enjoying the full support of their teams, strong messaging was required from UNDG principals and managers across the system. Furthermore, the resident coordinator system mutual accountability framework, which provided for resident coordinators to assess the performance of agency heads in a United Nations country team, as well as requiring those heads to evaluate the resident coordinator's performance, should be fully and consistently applied.

41. **Mr. O'Brien** (Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator), panellist, said that progress was being made in strengthening coordination between humanitarian and development actors within the United Nations system. Moving forward, it would be important to take into account the scale and nature of needs that the Organization was trying to address. Despite gains in capacity and the quality and reach of their efforts, humanitarian actors were in greater demand than ever. The Office for the Coordination of Humanitarian Affairs and its partners were seeking funding of $20.1 billion in 2016, compared with $3.8 billion in 2005. That was partly because humanitarian crises often lasted for generations. Funding appeals were now renewed for an average of seven years, as the intersecting effects of climate change, conflict and urbanization meant that shocks were more prone to recur and affected greater numbers of people. Many vulnerable communities were thus caught in cycles of disaster, with little time for recovery in between. Moreover, some 80 per cent of humanitarian work was conducted in countries affected by prolonged conflict with no easy political solution. The average length of conflict-induced displacement was now 17 years.

42. New tools, partnerships and means of working with development and peacebuilding actors were therefore needed in order to develop meaningful results for those affected by crises. The current short-term planning and funding cycles for humanitarian assistance provided limited opportunities for actors to move beyond the provision of life-saving assistance and address communities' desires for long-term self-reliance and generational advancement through education, employment and human rights. It was no longer relevant to discuss whether relief efforts could contribute to development or how to pass the baton between humanitarian, peacebuilding and development actors; instead, there should be a focus on breaking down silos and working together to prevent crises, manage risk, reduce vulnerability and put an end to humanitarian need.

43. All short-term, medium-term and long-term work and measures of success should be in line with the 2030 Agenda. The World Humanitarian Summit would provide Member States with a critical opportunity to demonstrate their commitment to putting the millions of people affected by humanitarian crises at the centre of global decision-making. The report of the Secretary-General for the World Humanitarian Summit (A/70/709) and the annexed Agenda for Humanity

emphasized that need and set forth five core responsibilities, including the responsibility to change lives by moving from delivering aid to ending need. The fulfilment of that responsibility would require three fundamental shifts in policy and practice. First, the reactive approach to crises must be replaced by an anticipative one by placing greater emphasis on prediction and preparation and creating incentives for action. Second, assistance should reinforce, rather than replace, existing capacity and institutions in crisis-affected and high-risk environments. In practical terms, that meant that efforts to restore and support national and local capacity should increasingly outpace investment in international crisis response. Third, there should be a shift from a short-term, supply-driven approach implemented by humanitarian actors working alone to a demand-driven, outcome-oriented approach adopted by humanitarian, development and peacebuilding actors working together. In order to avoid harmful fragmentation, those three shifts would require a commitment from United Nations agencies, non-governmental organizations, Governments of affected countries, donors and all other development actors.

44. The first step towards that reform would be for actors to come together to create shared problem statements based on the best available data on risk, needs and vulnerability. The next step would be to use those statements to identify a small number of outcomes that could be collectively pursued for a period of three to five years, drawing on the identified comparative advantages of the various actors. That would involve adopting multi-year planning and programming approaches and considering how humanitarian initiatives could contribute to the achievement of the Sustainable Development Goals in the medium and long term. The Agenda for Humanity called for support for the resident and humanitarian coordinator, who would play a key role in working with Governments, analysing data, identifying capacity and mobilizing resources. An example of the shift in approach would be to move from providing emergency relief for a predictable seasonal outbreak of cholera year after year to defining and working towards a five-year goal on the establishment of water and sanitation infrastructure and the introduction of preventive health care measures. Of course, humanitarian relief in situations of acute conflict and following natural disasters should not diminish, but even in those situations there was room to increase the capacity of actors to manage risk, prevent crises and reinforce existing institutions and coping strategies.

45. The Office for the Coordination of Humanitarian Affairs looked forward to working with Member States, United Nations agencies, civil society and other stakeholders in pursuit of the implementation of the global political commitment to change. Member States should encourage their Heads of State and Government to participate in the World Humanitarian Summit.

46. **Mr. Aleinikoff** (Huo Global Policy Initiative Research Fellow, Columbia Global Policy Initiative; and Visiting Professor of Law, Columbia Law School), asked the Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator how multi-year planning and financing approaches would operate alongside the ever-increasing number of separate humanitarian appeals, and whether he supported pooled funding arrangements.

47. **Mr. O'Brien** (Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator) said that he supported pooled funding arrangements, and in particular the expansion of the Central Emergency Response Fund, as they constituted a nimble, comprehensive, impartial and universal approach that was essential to the maintenance of humanitarian values and principles.

48. The Supporting Syria and the Region conference had raised $5.8 billion in pledges for 2016 and a further $5.4 billion for future work, demonstrating that it was possible simultaneously to raise funds to address both immediate needs and medium- to long-term development needs arising from the humanitarian situation. If global leaders attended the World Humanitarian Summit, endorsed the Secretary-General's report and the Agenda for Humanity and brought their comparative advantages to the table, it would be possible to move humanitarian action beyond protection and saving lives to becoming part of a joint effort, in conjunction with development and peacebuilding action, to enable people to survive and thrive, ensure that no one was left behind and reach the furthest behind first.

49. **Mr. Onanga-Anyanga** (Special Representative of the Secretary-General for the Central African Republic and Head of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)) panellist, speaking via video link from Bangui, said that while

the situation in the Central African Republic was one of the most serious in the world, the country was beginning to wake up from its nightmare. Celebrations welcoming the new President were now ending, following peaceful elections that would have seemed impossible a few months previously. The situation was much improved thanks to the efforts of the United Nations and the visit of the Pope in November 2015, which seemed to have been a turning point. Above all, the people of the Central African Republic were to be commended for their determination to achieve a brighter future for themselves and their country after many years of conflict, death and destruction. The elections were not an end in themselves but would provide the people with the opportunity to complete the lengthy political transition and return their country to constitutional order. There could be no sustainable development without peace and no peace without sustainable development; moreover, all the efforts being made would be in vain if the people of the Central African Republic were not able to enjoy their human rights.

50. The United Nations family had harnessed all of its assets to support the Central African institutions in the run-up to the elections. While MINUSCA and UNDP were responsible for much of the work aimed at restoring constitutional order and democratic rule, other United Nations agencies had supported those efforts by making available their staff, means of transport and other assets. For example, the Office of the United Nations High Commissioner for Refugees had used its own funds to help ensure that refugees were able to vote. However, that vital cooperation had been organized on an ad hoc basis. It would have been easier to maximize the transformative impact of scant resources if the United Nations funds, programmes and agencies had been in possession of a joint situation analysis outlining the key challenges, threats and priorities from an early stage. Ideally, such strategic planning should be conducted and led by the national authorities. While that might be unrealistic in war-torn countries, every effort should be made to reflect national concerns as soon as possible.

51. Goal 16 of the Sustainable Development Goals was an important achievement. While it might at first glance seem to concern only countries at peace, it addressed core drivers of conflict and its implementation would therefore help States such as the Central African Republic to emerge from crisis. It was important to consider how the various elements of the United Nations system could work together to assist such countries. MINUSCA had made a significant contribution to the re-establishment of security, the protection of civilians, the restoration of the rule of law and the organization of elections in the Central African Republic. It had also supported the national effort to design and implement disarmament, demobilization and reintegration initiatives and security sector reform that should prepare the State for lasting peace. However, the MINUSCA budget of some $850 million for 2016/17 was insufficient to ensure lasting peace, so the Mission could not act alone, while at present major donors generally based their work on their own frameworks and priorities. Since the integration of the work of development, humanitarian and security actors within the United Nations system and between the United Nations and its external partners was voluntary, persuasion must be used to ensure that budgets were aligned to common priorities. In the absence of a new system that would enable all available assets to be pooled under a single authority at the country level, the best option was a national compact, which would seek to merge the humanitarian, development and peace and security agendas and establish a set of priorities acceptable to both the Security Council and the national Government. Initial communication with the newly-elected President indicated that he was willing to establish priorities in line with the MINUSCA mandate. The national compact would not only address peace and security issues but also areas such as health, education, agriculture and small business development in order to facilitate a shift away from the provision of emergency assistance to the establishment of long-term development. He urged donors to rally to those common goals and agree to allocate funding to a set of joint initiatives. If they did, it would prove that a voluntary approach to cooperation based on effective persuasion had merit. He hoped that the establishment of a national compact would ensure that all actors worked together, although its success would be dependent on the Central African authorities taking leadership and requesting the various actors to combine their efforts.

52. **Mr. Wahba** (Deputy Special Representative of the Secretary-General for the United Nations Stabilization Mission in Haiti (MINUSTAH); United Nations Resident Coordinator and Humanitarian Coordinator), panellist, speaking via video link from Port-au-Prince, said that the situation in that country

was notable for the complex interaction of a delicate political situation, poverty and recurring humanitarian crises such as cholera outbreaks, drought, displacement, migration from the Dominican Republic and the continuing plight of internally displaced persons as result of the 2010 earthquake. The humanitarian crises and violence in some urban areas were rooted in the dire economic situation: two thirds of the population was classed as poor and one quarter was living in extreme poverty.

53. The community violence reduction programme in Haiti was an innovative and collaborative approach to peacekeeping in which MINUSTAH had worked with agencies such as UNDP, the International Organization for Migration, the Governing Council of the United Nations Human Settlements Programme, the International Labour Organization and the United Nations Office for Project Services on various projects in slums, which were epicentres of violence, poverty and humanitarian need. The programme relied on the collaboration of the security forces to establish space for initiatives aimed at increasing employment, empowering women and providing health care.

54. The more recent issue of people entering the country from the Dominican Republic, either spontaneously or because they had been deported, was an example of a humanitarian crisis that would also require work to address Government weaknesses in the areas of employment and population registration. It was impossible for actors to be effective while working in silos in such situations. New instruments were not required; work was being done using existing instruments, which would be effective if used properly. In that connection, the UNDAF that was currently being drawn up would take into account the underlying development-related factors that led to protracted humanitarian crises.

55. Several lessons could be learned from the experience in Haiti. The first was the importance of planning ahead; MINUSTAH had been operating for 11 years, but efforts were only now being made to determine how to coordinate peace efforts, development and humanitarian relief. With regard to funding, the Central Emergency Response Fund had proven to be a useful mechanism for the rapid deployment of emergency relief and also for addressing longer-term needs that could lead to emergencies if they were not addressed. In addition, the Haiti Reconstruction Fund had demonstrated that with sufficient political will from the international community it was possible to make great progress towards funding a common United Nations endeavour. As interaction between country teams and the peacekeeping missions increased, more should be done to improve coherence between the financial mechanisms of the United Nations Secretariat and the various agencies, programmes and funds.

56. **Ms. Fladby** (Observer for Norway) asked whether working in an integrated manner would require starting from scratch or whether it would be possible to build on existing instruments such as the Policy on Integrated Assessment and Planning and the related Integrated Assessment and Planning Handbook. She would also be interested to hear how resident and humanitarian coordinators could be given more authority and decision-making power.

57. **Ms. Webster** (Australia), speaking also on behalf of Canada, said that Goal 16 of the Sustainable Development Goals made it clear that peace and security were fundamental to any development agenda. The United Nations system must therefore do more to prepare for natural disasters and to prevent conflict. The recent cyclone in Fiji was a reminder of the importance of preparedness: early assessments of the situation indicated that the measures undertaken by the Government of Fiji had helped to reduce the loss of life and limit the devastation, while the immediate and effective response by the international community had demonstrated the importance of ensuring that Governments, United Nations agencies and non-governmental organizations worked together to provide a swift and coordinated humanitarian response, which should be followed by measures to promote early recovery and development.

58. Development, humanitarian and peace efforts were part of the same continuum, and bringing those approaches together was the next step towards achieving coherence within the United Nations development system. The 2015 review of the United Nations peacebuilding architecture had highlighted those challenges and recommended that peacebuilding should be viewed not merely as a post-conflict activity but as a way to sustain peace. The World Humanitarian Summit should articulate a vision of how the United Nations system and its partners could improve the effectiveness and sustainability of humanitarian action. The quadrennial comprehensive policy review was a key tool for implementing the decisions taken at the

World Humanitarian Summit and the recommendations of the review of the peacebuilding architecture. The Summit must address key aspects such as the need for efforts to be context-specific, locally driven and inclusive; the importance of ensuring that approaches were integrated and coherent; and the necessity of having quality data. The United Nations system should work across mandates and sectors to achieve shared goals and effectively deliver development, humanitarian and peace programmes. The structure of the system should permit integrated analysis, planning, policymaking, capacity development, financing and implementation. There should also be a focus on building resilience and addressing vulnerability and the root causes of conflict.

59. The role and competencies of the resident and humanitarian coordinator in each country should be strengthened, as the challenges associated with fragility and situations of protracted crisis called for strong and effective coordination between agencies and external actors. Ideally, resident and humanitarian coordinators should be competent in organizational management, diplomacy and strategic political analysis and have extensive experience in humanitarian and development work.

60. The Canadian and Australian delegations supported the good practice of providing organizations with multi-year, unearmarked funding in order to promote more strategic planning and flexible responses. They were also in favour of joint planning, implementation and monitoring that drew on the specific expertise of each entity concerned. The two delegations looked forward to working with Member States ahead of the World Humanitarian Summit and the negotiations on the 2016 quadrennial comprehensive policy review, and would like to know which elements of the humanitarian and peacebuilding reform agenda could best be pursued through that review process.

61. **Mr. Al-Musawi** (Iraq) said that development and security were interdependent. Some States enjoyed security, but were in need of greater sustainable development to reinforce it. Other States were lacking in security, but had great potential for development, which could be an important factor in achieving security and stability. Half of the States that suffered from poverty had fallen into cycles of conflict and instability. Sustainable development, along with other conflict-prevention tools, would play an important role in ensuring that the other half of those States would not fall into such cycles.

62. Peacekeeping operations often engaged in simple quick-impact projects to respond to the immediate needs of local communities. Under the 2030 Agenda, it would be possible to expand such activities with a view to establishing the conditions for development that States needed in order to achieve security and stability.

63. He wished to stress the importance of cooperation and integration between country teams and peacekeeping missions for any strategy aimed at helping countries to emerge from conflict and instability.

64. **Mr. Sareer** (Observer for the Maldives), speaking on behalf of the Alliance of Small Island States, said that the tragedy in Fiji had highlighted the urgency of strengthening coordination between the humanitarian, disaster response, climate change, resilience and disaster risk reduction efforts of the United Nations. Natural disasters in small island developing States not only created humanitarian crises but also undermined development. A number of those States had had their transition from least developed country status delayed as a direct result of damage inflicted by extreme weather events. With climate change causing such events to become more frequent and aggressive, the integration of United Nations efforts was imperative.

65. The United Nations system faced many challenges in institutionalizing system-wide strategic programming for complex development situations, including that of determining how to ensure horizontal coordination across the system and vertical coordination between the global, regional and country levels. In the past, inter-agency cooperation had been hindered by confusion over which activities should be coordinated across agencies. The strategic plans of United Nations funds and programmes must be well coordinated while maintaining flexibility in their approach to developing situations.

66. The quadrennial comprehensive policy review should be taken as an opportunity to identify incentives for improving action on cross-cutting issues such as resilience building. Improvements might include better allocation of funding and the sharing of responsibilities between various United Nations entities.

67. The Alliance of Small Island States looked forward to seeing a significant focus on small island developing States in the Organization's disaster-related work, given that the close links between humanitarian assistance, sustainable development, disaster management and climate change in those States were receiving increasing recognition.

68. **Ms. Hochstetter Skinner-Klée** (Ambassador of Guatemala in Rome; and President, Executive Board of the World Food Programme (WFP)) said that there were already some agreed frameworks for strategic cooperation. For instance, WFP had actively promoted the Policy on Integrated Assessment and Planning, which provided a useful framework for strategic assessment in conflict and post-conflict situations.

69. With regard to the reform of the humanitarian system, it was important to ensure coherence in agency-level planning. That could be achieved through joint analysis of information, which must take into account the context and identify risks. More should be done to ensure preparedness and resilience. In particular, the specific role of each actor should be determined, on the basis of its unique strengths, with a view to ensuring that actions were complementary and as effective as possible.

70. **Ms. Nakamitsu** (Assistant Administrator of the United Nations Development Programme (UNDP); and Director of the Crisis Response Unit), speaking on behalf of the Administrator of UNDP, said that the Programme was working towards the implementation of the Policy on Integrated Assessment and Planning. It was beginning to learn what worked and what did not and to feed that experience into its efforts to strengthen implementation. Many discussions on integrated planning had taken place in the context of the High-level Independent Panel on Peace Operations and the Advisory Group of Experts on the 2015 Review of the Peacebuilding Architecture, and a new planning support unit was being established in the Executive Office of the Secretary-General. The World Humanitarian Summit would provide an opportunity to bring those discussions together.

71. Resident coordinators did not have the authority to command other agencies working on the ground; they had to gain the trust of the heads of those agencies in order to exert any authority. Progress had already been made in appointing staff with the appropriate skills and qualities to those posts, but more should be done to ensure that their offices had sufficient capacity and resources to enable them to take the lead. Furthermore, there should be a system in place whereby the resident and humanitarian coordinator would review the performance of agency heads in the country on the basis of the progress that had been made towards the achievement of collectively agreed outcomes.

72. In response to the question from the representative of Australia, she said that UNDG, in particular through the Working Group on Transitions, was examining the extent to which its integration of humanitarian and development efforts should be linked to the quadrennial comprehensive policy review. However, it was ultimately up to Member States to decide which issues were addressed through that review.

73. **Mr. O'Brien** (Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator) said that integrated planning was one of the main elements that the United Nations system was able to bring to the table and it was already incorporated in the report of the Secretary-General for the World Humanitarian Summit. In particular, the "grand bargain" envisioned by the High-level Panel on Humanitarian Financing would require the United Nations to be more efficient in its use of the donations it received for humanitarian, development and peacekeeping activities. The World Humanitarian Summit would provide an opportunity to examine how progress could be made in that regard, provided that high-level State representatives participated in the Summit.

74. The authority that the resident and humanitarian coordinator should have comprised four elements: the authority to request and consolidate data and analysis; the authority to moderate and conclude the setting of collective outcomes; the authority to ensure coherent programme delivery and implementation; and the authority to represent the United Nations system in interactions with donors. However, empowering the resident and humanitarian coordinator was not enough; donors must be more supportive and ensure that they did not fund fragmentation by requiring the United Nations to respond to diverse, and often contradictory, requests, demands and expectations.

75. Member States could secure a humanitarian financing platform as part of the outcome of the World

Humanitarian Summit. The funding to support collective work between diverse actors such as United Nations humanitarian and development agencies, the World Bank, municipalities, civil society and the private sector should be predictable and provided on a multi-year basis in order to enable a shift from the funding of projects to the financing of investment in humanity. While a significant portion of humanitarian needs were caused by conflict, it was important not to forget the importance of preventing and preparing for natural disasters. The World Humanitarian Summit would include a round table on an overarching approach to humanitarian activities, climate change, resilience and peacekeeping.

76. In response to a question posed by the moderator, he said that if he had $500 million to allocate, he would invest it in enhancing resilience by building local capacity.

77. **Mr. Onanga-Anyanga** (Special Representative of the Secretary-General for the Central African Republic and Head of the United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic (MINUSCA)), speaking via video link from Bangui, said that too little was invested in prevention; the United Nations system was better at extinguishing fires than preventing them. Prevention was a complex issue, given the varying views of Member States on the tension between prevention and sovereignty. Until agreement was reached, protracted and recurrent conflicts would continue to occur. He hoped that mandate generation processes would be improved by including the relevant United Nations country team in long-term planning from the earliest stages. The broad vision must be based on prevention, and adequate and flexible funding must be made available. Furthermore, resident and humanitarian coordinators must be fully accountable while having the necessary authority to ensure that effective action was taken.

78. Quick impact projects were excellent tools that merited further investment. They were not just a stop-gap; for the most vulnerable, anything that helped to lift them out of poverty, even to a small degree, would make a significant difference and could put them on the road to development. Ultimately, there must be a shift from a process-driven mindset to a people-driven one. He had recently attempted to have MINUSCA take action to help persons living in camps move into houses, but he had been warned by the resident coordinator to be cautious lest the humanitarian entities should complain that MINUSCA was taking away their work. That incident highlighted the importance of ensuring that the system was not funding fragmentation and inactivity.

79. **Mr. Wahba**, (Deputy Special Representative of the Secretary-General for the United Nations Stabilization Mission in Haiti (MINUSTAH); and United Nations Resident Coordinator and Humanitarian Coordinator), speaking via video link from Port-au-Prince, said that, in an egalitarian culture, authority must be earned rather than granted. Resident coordinators should therefore earn authority by demonstrating their ability to build consensus, negotiate competing needs and allocate funding well.

80. While the 2012 quadrennial comprehensive policy review had focused on the transition from relief to development, he hoped that the 2016 review would go a step further in examining how relief, development and peacekeeping efforts, although they were distinct activities responding to different needs, were nevertheless related and often occurred simultaneously. MINUSTAH had already been examining how quick impact projects could serve as the starting point for much longer-term involvement in a particular area or activity.

81. If hnon500 million available, he would hold a broad discussion with the people of the country being served in order to determine what they really wanted the United Nations to do for them.

The meeting rose at 1.05 p.m.